

Enabling the world's energy transition



December 2025 Investor Presentation

TEKMAR GROUP PLC

[tekmargroup.com](https://www.tekmargroup.com)

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Presentation team & agenda



Richard Turner
Chief Executive Officer



Phil Lanigan
Chief Financial Officer



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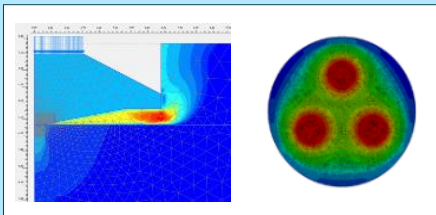


Summary

How we deliver value across the offshore project lifecycle

We play a critical role in protecting and stabilising offshore assets and infrastructure. Whether it's end-to-end project delivery or a single solution, Tekmar offers proven offshore expertise tailored to your needs.

Asset Protection Technology



FEED, geoscience analysis, and subsea simulation for risk reduction and asset performance.



Engineered polymer products and ancillaries to protect cables, pipelines, and foundations.



Proven stabilisation systems to secure subsea infrastructure in challenging environments.

Offshore Energy Services



Capital and remedial grouting for jacket foundations and subsea structures.



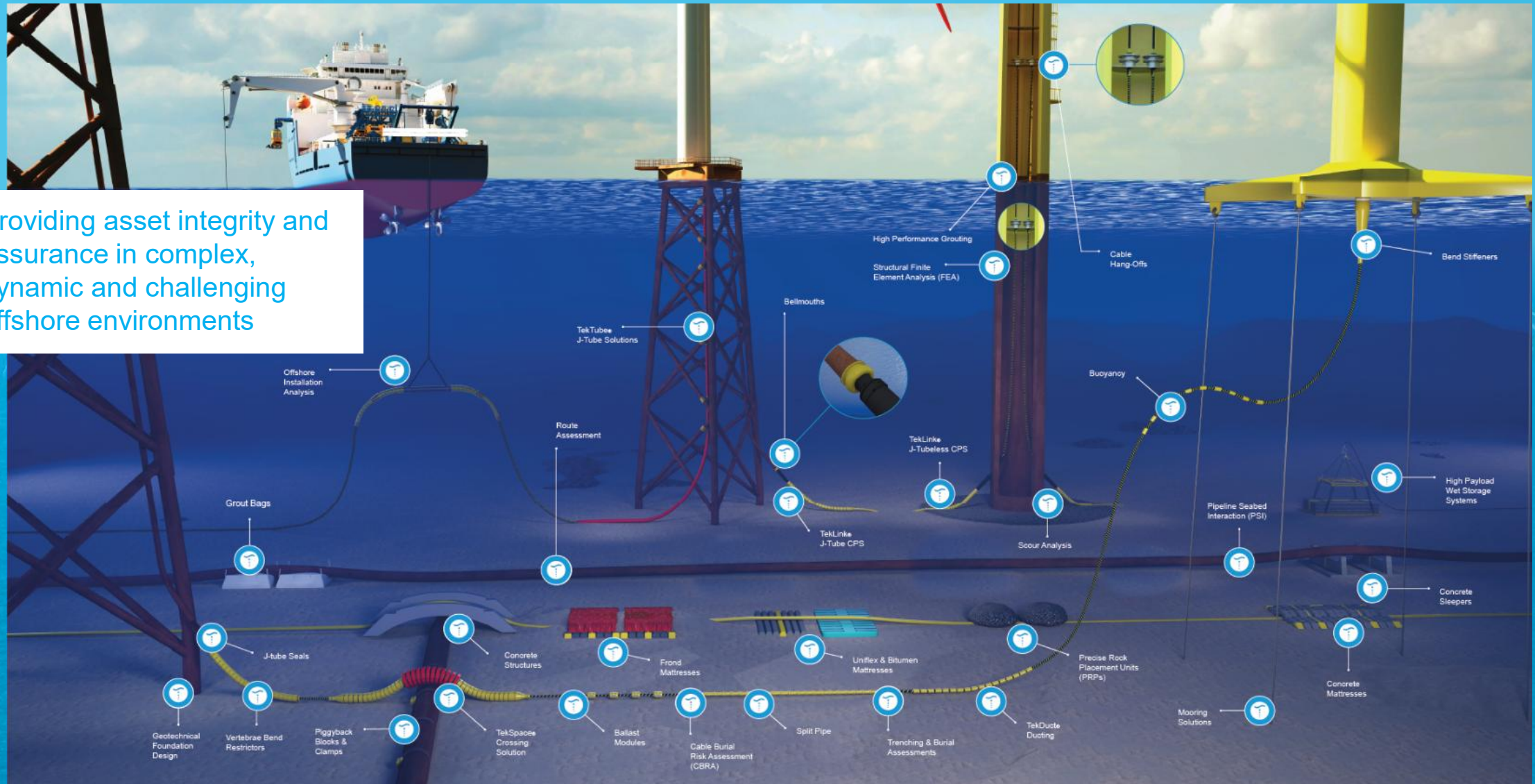
Equipment for deployment, installation, and support – flexible to project needs.



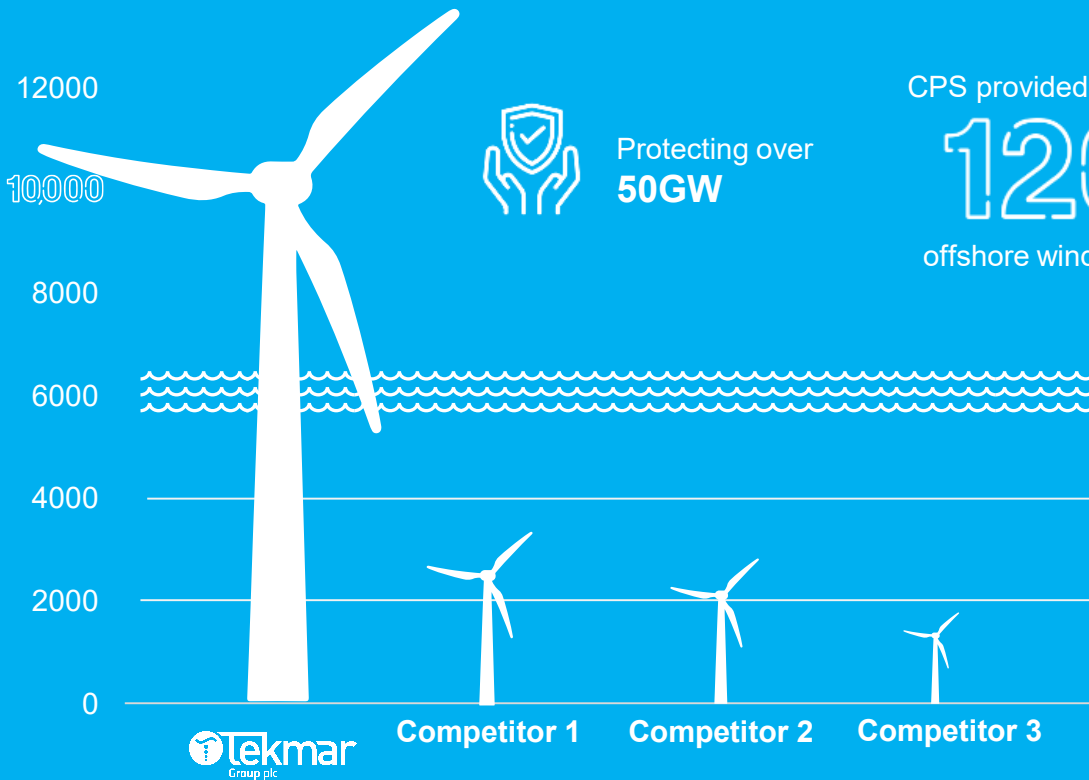
Installation support, inspection, monitoring, and life extension services across the offshore lifecycle.

Tekmar – differentiated technology protecting what's beneath the surface

Providing asset integrity and assurance in complex, dynamic and challenging offshore environments



Proven excellence: undisputed champion in offshore protection technology



Protecting over **50GW**

CPS provided to over **120** offshore windfarms

10

generations of pioneering CPS solutions



Supporting projects in over 25 countries around the world



CPS provider to the largest offshore wind farm in the world

Over **100,000** subsea stabilisation products in service

Over **160,000** geotechnical design hours delivered

Over **180,000** analysis hours delivered

40

qualified engineers covering 5 disciplines

40

years experience

Tekmar has supplied over **12,000 Cable Protection Systems (CPS)**

Our track record puts us **years ahead of our competition**

FY25 update & outlook

Encouraging strategic progress



Organisation
realigned to
deliver 3-5 year
strategic plan

Growing backlog
and longer-term
visibility

Improving
financial
performance

Significant
progress in
closing out
legacy warranty
claims

Actively
assessing M&A

Strategic
leadership in
place –
appointment of
Phil Lanigan as
CFO

Financial overview – a platform for sustained profitable growth

Stronger H225
as order book
momentum
translates to
revenue

Margin
discipline as
volume grows

Improved
adjusted
EBITDA for
H225

Operating
leverage amplifies
benefits of higher
volume

Achieved cost
reductions
furthers profit
improvement

Balance sheet
supports growth



Review of strategic progress



Three-to-five-year plan to deliver true scale and transformation

Scaling the business

Capitalise on our industry pedigree and differentiated technology to outperform a growing market

Drive significant organic growth across all revenue streams

Incremental investment in product development and market diversification through an augmented product and services sales strategy



Operational Excellence (2²)

Enhanced return on sales and positive cash generation through operational leverage

Utilisation of existing x3 production capacity

Reweighting of revenue streams towards and a shift to higher-margin services

Continued deployment of the Tekmar Lean Business Program



Acquisitive growth

Drive value with strategic M&A

Investing in scale, complementary products and services within existing core markets

Futureproofing our business by investing in next generation technology



Financial strength

Strong finances with resilient earnings, diversified revenue streams, higher service share, improved margins, and strong cash generation

Free cash generation, building reserves & fuelling growth

Positive and growing Return on Capital Employed

x2 Revenue



x4 EBITDA



Acquisitions



Project Aurora

Tekmar is becoming the leading engineering and technology solutions provider to the offshore energy industry



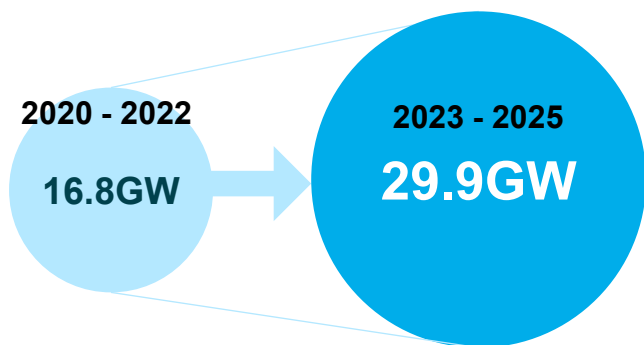
Project
Aurora

Increasingly favourable markets

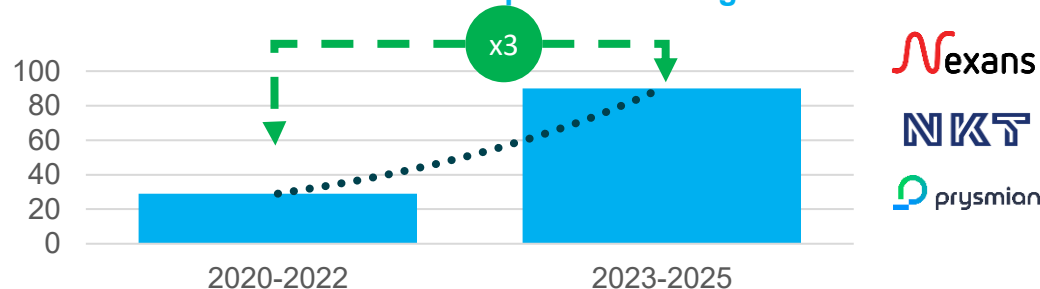


Continuing market improvement across offshore energy markets supports sustained demand for Tekmar's technology and engineering services

Offshore Wind projects reaching FID (GW)¹

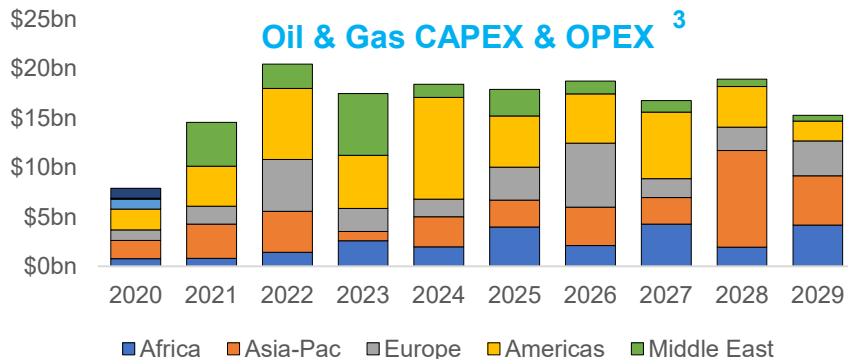


Cable Manufacturer Reported Backlog²



“PWR-Transmission standard sales stood at €1,115 million in the first nine months of 2025, compared to €899 million over the same period last year, up +25.3% organically”

– Nexans, Q3 2025 Press Release



Rising Demand: Global expansion with Europe as the anchor market

Energy Transition: Oil & Gas remains vital; continued investment essential

Ports and Harbours: Multi-billion global port-infrastructure market⁴, aligned directly with Tekmar's offering

Supply Chain: Demand outstretching capacity, benefitting suppliers

These markets support sustained demand for Tekmar's technology

1. 4C Offshore
2. Listed company reported backlog
3. Westwood Subsea Logix
4. Fortune Business Insights

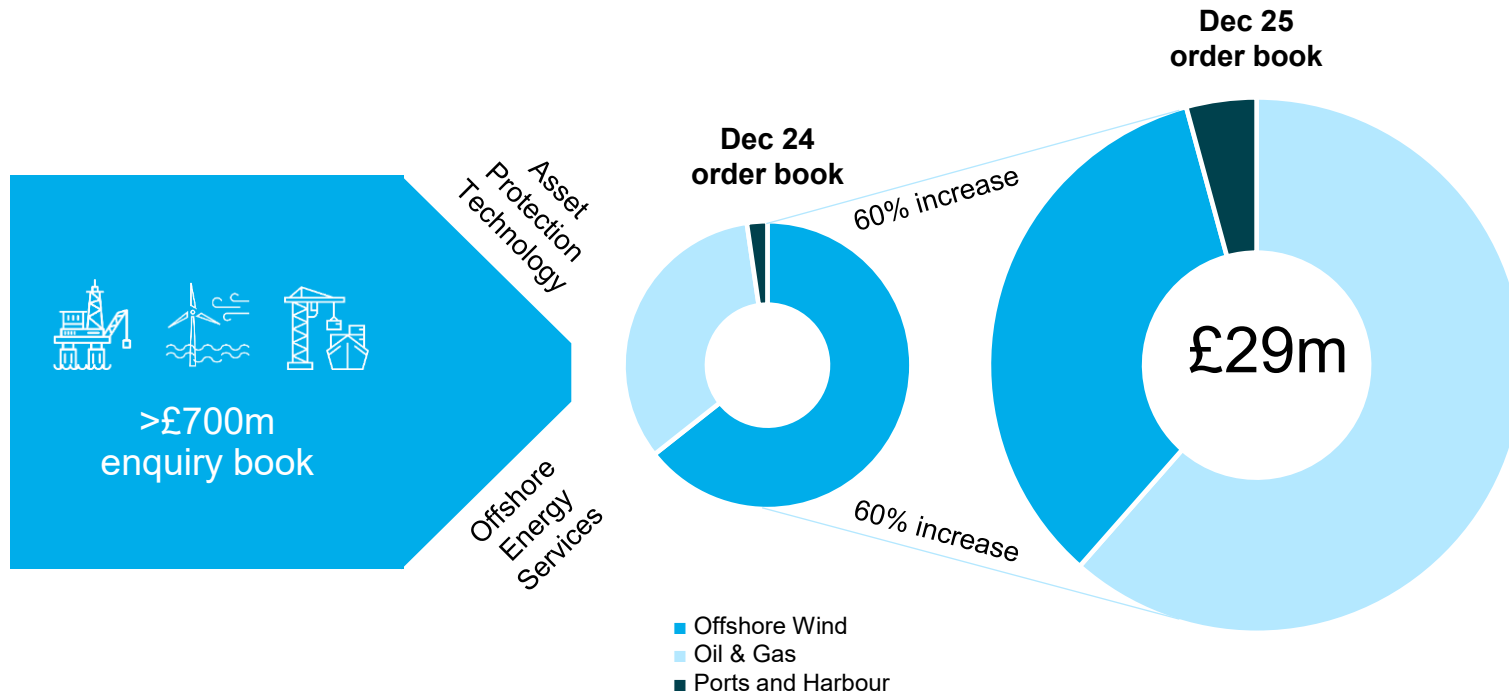


Project

Aurora

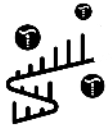
Order book – breaking new boundaries

Visibility and conversion



- ✓ Our markets are growing
- ✓ Our technology is differentiated
- ✓ Order book of £29m at record level
- ✓ Balanced growth across geographies

We are positioned to outperform the market

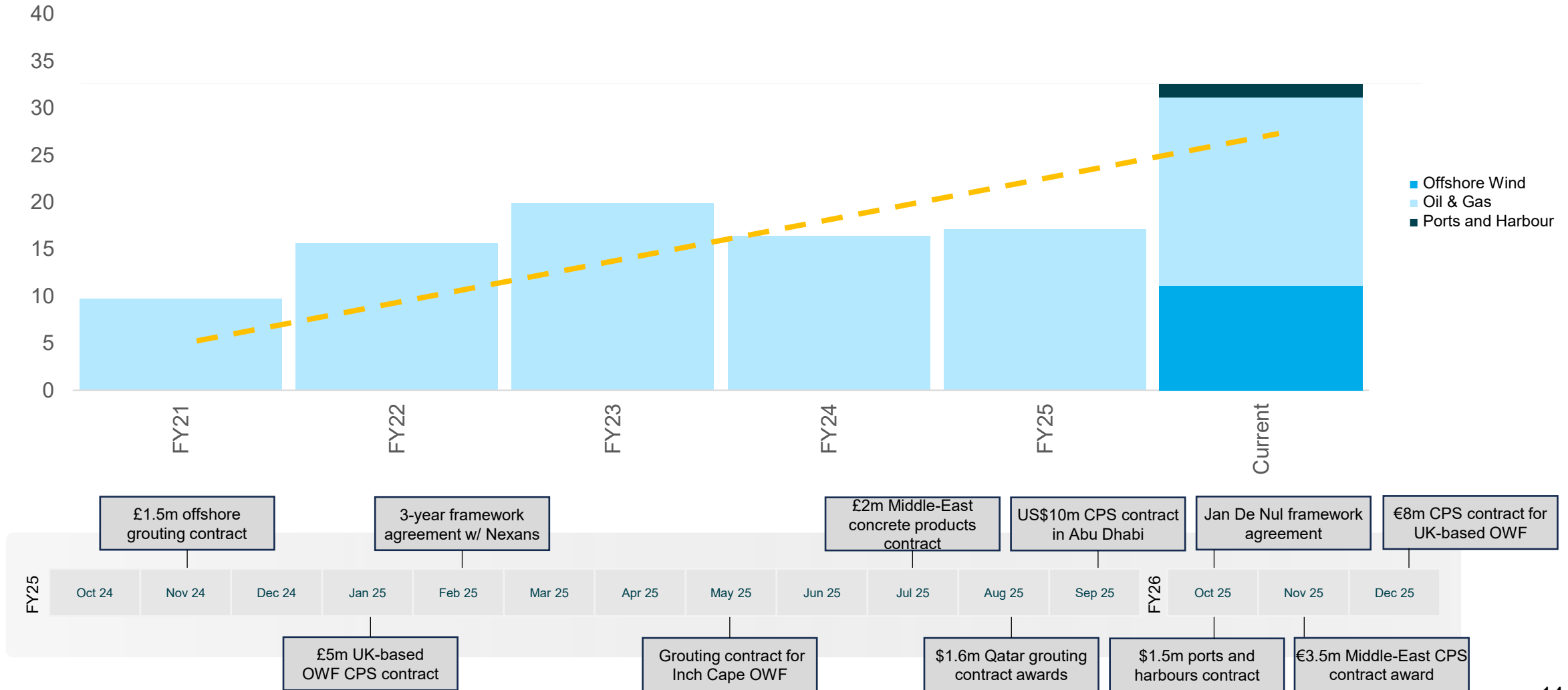


Project

Aurora Record order book as at the start of December 2025



£29m secured since July 25, with a growing FY26 order book set to accelerate through Q2 and beyond



Operating model - benefits of operational gearing

We can deliver our current backlog and more with our current resources, amplifying the benefits of our operational gearing



OVER 100 Live Projects

High project volume keeps teams and facilities fully utilised, spreading fixed costs and improving margin conversion.



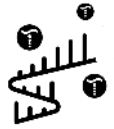
Better Utilisation of People & Assets

Strong demand minimises downtime, maximises productivity, and drives greater operational efficiency.



Balanced Mix: Quick Turnaround & Longer Cycle

Short-cycle work maintains momentum while long-cycle projects provide stability and predictable revenue visibility



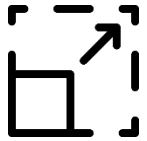
Project
Aurora

M&A - engagement with selected targets is ongoing



Our ambition is to become a complete subsea systems solutions provider with the potential to create significant value for public market investors

Investment Criteria



Bring affordable scale to the group

- Build value through scale and quality of earnings



Diversify revenue streams

- Geographical diversification
- Higher % revenues from offshore services



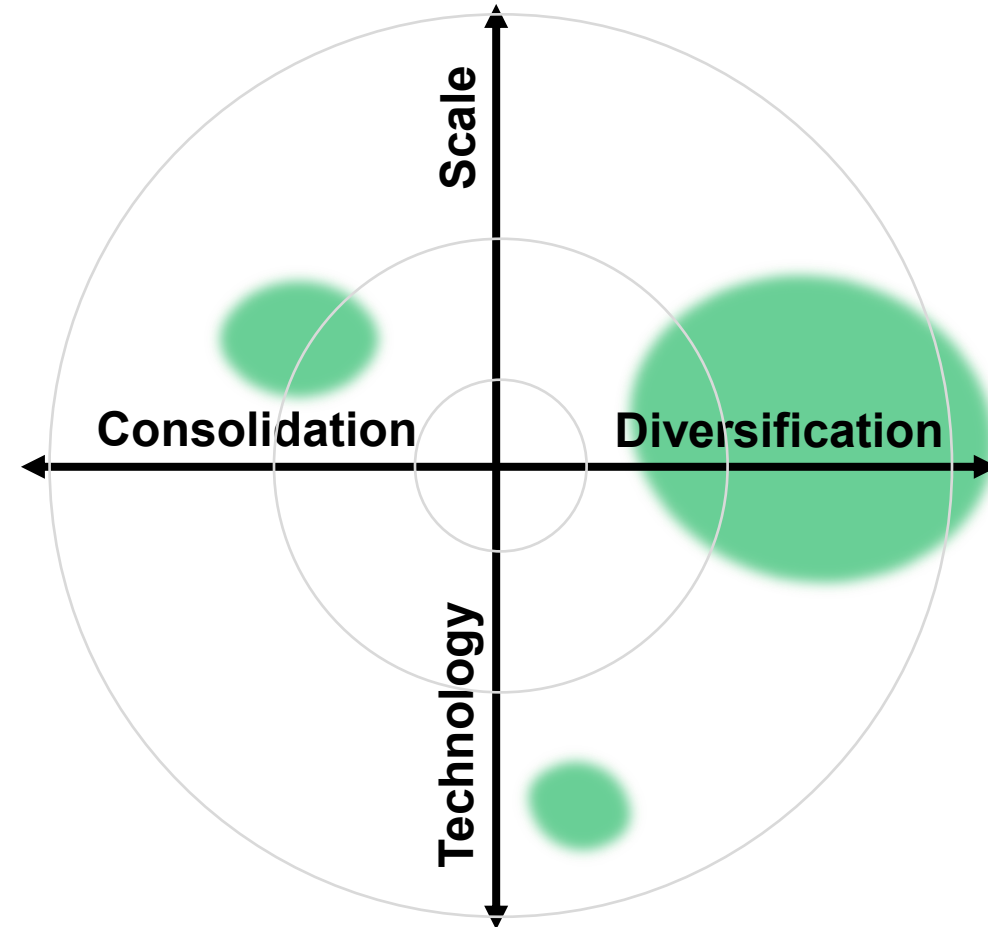
New Technology

- Next generation technology
- Digitalisation



Consolidate our market position

- Focussed on offshore energy
- Creating a unique full-systems service provider



A series of accretive investments which support the delivery of our strategic ambition

Summary

Increasingly
favourable
markets

Building a
sustainable,
stronger and
diverse backlog
for FY26 and
beyond

Existing capacity
can deliver record
backlog and more

Improving
financial
performance

Strengthening
balance sheet
facilitates future
growth

Questions

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